OUTREACH: AMERICA'S NAVY

Calendar for America Planning Conference

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Current Outreach Situation

- Navy lacks operational footprint across much of the nation relative to USAF, USA, National Guard and Air National Guard, therefore reducing accessibility, interaction and ultimately awareness by the public
- There is no comprehensive Navy outreach strategy
- Outreach is not a Navy “programmed” requirement
  - Outreach efforts and funding fragmented among many stakeholders
  - CHINFO to be “Single Process Owner”
- NAVCO model has proven success
- Calendar for America provides coordinated tactics
  - Numerous outreach efforts will benefit from synergy
- Need more metrics

Gallup Poll (2006)

- Most important to national defense
  - USA 25%
  - USMC 23%
  - USAF 23%
  - USN 09%

(Note: USN ranked last since 1948 – USAF on top until 2003)

- Most prestigious branch of service
  - USMC 44%
  - USAF 20%
  - USA 15%
  - USN 03%

(Note: USN ranked last since 2001; first time question posed – USMC always on top)

Outreach Objectives

1. Increase public awareness and understanding of the Navy
2. Support Recruiting goals
3. Create and sustain partnerships with various publics both at home and abroad
4. Support equal opportunity goals and non-discrimination policy of DON
5. Inspire patriotism through observance of Navy traditions and days of national significance, and by personal example

The Path to Engagement

I. Awareness **II. Understanding** **III. Acceptance** **IV. Commitment** **V. Engagement**

FORMAL CHANNELS

- Identify outreach opportunities .
- Clear the environment of low-value, extraneous messages.
- Simple messages repeated in multiple channels.
- All messaging tied to Navy priorities.

- Messages are weighted and measured.
- Messages resonate with audience's values.
- Focus coordinated communication on agreed upon opportunities.
- Message priority is behavior change.

INFRASTRUCTURE

- Outreach programs are consistent with Navy objectives and messages in leadership and formal channels.

LEADERSHIP COMMUNICATIONS

- Two-way dialogue with audiences about strategy and their personal involvement.
- Influential individuals proliferate strateg discussions horizontally, peer-to-peer.
- Leaders at all levels trained and armed to engage audiences on key issues.

Outreach: America's Navy

- Strategic plan to educate domestic and international audiences about Navy's contribution to the nation and the world
- Fold in major efforts
  - Maritime Strategy
  - Technology
  - Recruiting
  - Diversity
  - Commerce
  - Other
- CNO signed document
  - Tasking
  - Funding
- 10 year effort
- ONE message – ALL voices
- Use metrics to set goals and assess
- Process and Product
  - Drive the tactics
  - Integrate all Navy communication vehicles

ONE message – ALL Voices

- Connect content to tactics
- Leadership driven
- Outreach with Intent
- Provide tools to key players
- Flag officer led
- Consistent, agile and updated
- Communication Integration
  - Resource Coordinated
  - Effect Driven
  - Calendar guided

CNO's Intent

- ***CNO Approved; CNP, CNIC, CHINFO Drafted***
- ***Guidance for today; Framework for tomorrow***
- ***ENDSTATE:***
  - Enhanced public awareness, especially in non-fleet concentration areas, of Navy missions, personnel and policies, created through a coordinated and focused demonstration of equipment capabilities, music performances, public speaking events and one-on-one engagement of media and civilian influencers by Navy personnel at every level of leadership, and measurable to ensure most effective use of our resources.

CNO's Intent

SUPPORTING TASKS:

1. Draft strategic level "Plan" that will direct Navy Outreach processes and efforts (CHINFO)

2. Provide current communication tools for use by all participants in Navy Outreach events (CHINFO)

CNO's Intent

KEY TASKS:

1. Establish calendar of events that leverages existing community events, in which the Navy may participate, to optimize Navy personnel engagement with media and civilian influencers. Participation shall include Surface, Air, Subsurface, Navy Installation and Naval Special Warfare equipment, facilities and personnel, including the Blue Angels, Navy Band, Recruiting Command and NASCAR. Recruiting goals are a significant, but not exclusive, aspect of Navy Outreach and should be integrated to the maximum extent possible with overall outreach efforts. Diversity events shall be a key consideration in determining what events to establish as Navy Weeks; however, activities shall consider overall market opportunities.
2. Analysis will be conducted and desired outreach effects identified prior to, and assessment conducted following each event.
3. All participants of Navy outreach events will have thorough knowledge of current Navy outreach messages.
4. Blue Angels shall maximize engagement in non-fleet concentration areas, prioritizing show performance venues per CHINFO / Recruiting priorities.
5. Establish diversity calendar of opportunities to facilitate maximum participation of Navy personnel and leverage build / relationships with key civilian diversity leaders and media. These events shall also be supported by force providers with equipment.
6. Band resources shall be scheduled to participate at all Navy Weeks and other key Navy outreach events to include Fleet Weeks.
7. Flag Participation is required in all Navy Weeks and shall include, at a minimum, public speaking engagements and media interviews.
8. Naval Reserve forces shall be fully integrated into Navy outreach efforts to leverage resident knowledge of the local community.
9. Current investment with NASCAR will be leveraged to the maximum extent possible.

QUESTIONS?

BACKUP SLIDES

Outreach Mandate

- SECNAVINST 5720.44 - PA Policy & Regs

"In our republic, public servants are obliged to inform the citizens about the full scope of governmental activity, consistent with national security and privacy concerns."

". . . community relations (COMREL) programs earn public support and understanding of the (DON) and enhance the morale of DON members."

Leadership demands it!

Vision

"Build an investment strategy that balances requirements with resources to deliver effective outreach programs to the American public."

Establish requirements – **Resource** level of effort – **Execute** Lines of Operatio

"Execute a plan that will drive effective outreach to the American public."

Write plan with content – **Obtain** leadership direction – **Execute** Outreach

Content Major Stakeholders

All Hands effort

- SECNAV
- ASN (M&RA)
- ASN (RD&A)
- ASN (I&E)
- ASN (FM)

- CNO
- N1
  - CNRC - Recruiting
  - CNPC - People
  - Diversity Office
- N3/5 – Strategy and Operations
- N4 – Infrastructure and Environment
- N8 – Budget and Resources
- CNIC
- ONR
- NWC

- **The Fleet**

Resource Stakeholder Matrix

Command	Equity
OPNAV/CHINFO	Headquarters support/ Materials
Fleets and TYCOMS	Port visits, air shows, namesake crew visits
CNIC	BOS funding
CNRC	Recruiting assets / leads
NETC / CNATRA	Blue Angels
SPECWARCOM	Leap Frogs / EOD assets
OLA	Congressional interest
Regional CDRs / Installation COs	Community support

Elements of Outreach

- Fleet Weeks
- Navy Weeks
- Air shows
- CNRC assets
- Open base
- Navy visits
- Namesake visits

Coordinated tactics

- Fleet Weeks
- Navy Weeks
- Air shows
- CNRC assets
- Open base
- Navy visits
- Namesake visits
- At-sea embarks and follow-up
- Leadership Engagement
- CHINFO Products
- Navy newspaper
- Installation and ship visiting programs
- Flight orientation
- Simulator visits
- Web sites
- Speakers program
- Port visits
- Television drama series, documentaries and movies
- Books
- Museums/Memorials
- Media relations
- Visits to schools
- Educator visits
- Student visits
- JCOC
- Other influencer visits
- Awareness generation
- Other Navy products
- Others

Speaker Support

- Leaders must actively seek opportunities to speak
- CHINFO must also actively seek opportunities
- CHINFO, with support of N3/5, and CNO visibility, must provide product
- All Hands effort

Strategic Guidance

- CHINFO, supported by key stakeholders, lead production of document signed by SECNAV/CNO
- “Outreach: America’s Navy” becomes part of who Navy is and what we do
  - Strategic and Tactical
- Create robust content process to drive outreach
- Create Outreach with Intent
- Formalize “Single Process Owner for Public Outreach”

Goals and Objectives

- Designate a single process owner for American public outreach efforts
- Manage outreach as an Enterprise activity
- Program outreach as part of the POM process (starting in POM10)

Guidance

- CHINFO led partnership
- CNP/CNRC identify priority markets, demographics & audiences
- CHINFO identify priority national organizations with whom Navy should create and/or sustain partnerships
- OJAG determine public survey legality
- N8 identify current outreach expenditures
- CHINFO coordinate annual goals, markets & audiences
- Historical Center identify priority Navy days of significance and traditions
- CHINFO (NAVCO) schedule Navy Weeks
- Lower echelons support Navy Weeks
- Lower echelons conduct outreach activities consistent with promulgated Navy-wide annual goals
- Outreach decisions made at command level, consistent with higher echelon planning
- Commands conduct community outreach only when one or more of those tenets are supported
- Echelons coordinate downward to strengthen return on investment (ROI)
- Commands track outreach investments
- Commands assess ROI and report

Data driven

- Public Surveys
  - Primary or Secondary Research
  - Awareness
  - Attitudes
- Impressions
  - In person
  - Via media
- Media Analysis
- On-site feedback